



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

OCT 5 1995

OFFICE OF
SOLID WASTE AND EMERGENCY
RESPONSE

MEMORANDUM

SUBJECT: New Organizational Structure for the Office of Solid
Waste and Emergency Response

FROM: Elliott P. Laws *For: Timothy Fields, Jr.*
Assistant Administrator

TO: All OSWER Employees

I am pleased to announce the reorganization of three major components of the Office of Solid Waste and Emergency Response (OSWER) and significant streamlining in our other offices. These changes became effective on September 30, 1995, and reflect the creative contributions and hard work of OSWER staff, without whom these changes could not have occurred. I have attached an updated OSWER organizational chart to illustrate the new OSWER organization.

This streamlining, consistent with the goals of the National Performance Review, entails a layering of OSWER within each of its existing components. I am proud that with these changes, we will achieve the desired 11:1 staff-to-supervisor ratio, improve our customer focus, and further reduce programmatic inconsistencies and unnecessary duplications. As part of this effort, OSWER has functionally realigned the portion of our emergency response function responsible for coordination of nationally significant oil and chemical emergencies, which has until now resided in the Chemical Emergency Preparedness and Prevention Office (CEPPO). With this reorganization, this function will move to the Office of Emergency and Remedial Response (OERR), which bears responsibility for related functions.

The following summary highlights the key components of the three program office reorganizations:

Office of Solid Waste (OSW) - OSW has internally realigned its functions within its own boundaries to align groups doing similar work, reduce overlaps, and more evenly distribute workload. This new structure eliminates supervisory positions at the section chief and deputy division director levels and also

creates a sixth division. Consistent with the Agency's strategic goals, the new division, the Economics, Methods and Risk Analysis Division, places an increased priority on improved science and risk and benefits assessment. For more information, contact Robert Tonetti at 260-3098.

Office of Emergency and Remedial Response (OERR) - OERR's internal reorganization creates fourteen centers. It reduces the layers of management substantially from the current division/branch/section structure and refocuses on key work processes and customer need for technical assistance. All site-related activities are housed in five centers, each serving two Regions. All site support, regardless of the pipeline stage involved, comes from that Regional Center. States and communities each have centers focusing on their particular issues. The Contract Oversight, Service, and Management Integrity Center provides services to all the centers, as needed, and is the contact for OSWER, OARM, and the Regions on contract issues. Other Centers focus on budget, information management, administration, analytical operations, oil and the environmental response team. The combination of accountability and one-stop shopping on important program issues provides a better customer focus for the organization. With this reorganization, OERR assumes lead responsibility for coordination of all hazardous material and oil spills, including nationally significant events. This change establishes one focal point for OSWER emergency response notification, coordination and reporting. Larry Reed, formerly an OERR Division Director, will serve as one Deputy Office Director, with Elaine Davies on detail from CEPPPO serving as the second Acting Deputy of the new organization. For more information, contact Paul Nadeau at (703)603-8794.

Chemical Emergency Preparedness and Prevention Office (CEPPPO) - CEPPPO's reorganization entails consolidating its four program operating units into two; the Program Implementation and Coordination Staff and the Program Development Staff. This realignment reflects the program's emphasis on integration of program functions and customer focus. Both units report to the Office Director and have responsibility and authority for key components of program development and implementation. Management and administration activities which were the responsibility of the Information and Program Management and Support Staff are carried out in the Immediate Office of the Office Director. Placement of these functions in the Immediate Office ensures that areas of increased accountability, such as financial and contract management, receive the attention they require and deserve. For more information, contact Charlotte Englert at 260-7207.

In addition to the above program office reorganizations, the following OSWER program offices implemented minor realignments, primarily to achieve delayering. A brief overview of these activities follows:

Technology Innovation Office (TIO) - The Director of TIO will permanently assume the supervisory responsibilities of the Deputy Director, who is reassigned as an Associate Director. The Associate Director's program duties will remain the same, omitting only supervisory responsibilities.

Office of Underground Storage Tanks (OUST) - OUST is eliminating the branch designations in each of its divisions and is eliminating its deputy director position. This decreases the number of supervisors from six to three, thereby creating three new non-supervisory positions. Overall, this change results in more responsibility and authority being delegated to staff and allows the three senior non-supervisory employees to apply their experience and expertise to activities of direct benefit to customers.

We will be reconvening the OSWER Streamlining Implementation Group (SIG) with labor participation to assure a smooth transition to the new structures and to deal with other related issues. With this new organizational structure, we expect to see improvements in terms of simplification, increased efficiency, and better products and services for the Regions, States and the public.

I want to take this opportunity to thank all of you for your hard work in planning for and implementing this reorganization. If you have any questions or comments concerning this new organizational structure, please contact Laurie May, the Director of the Organizational Management and Integrity Staff, at 260-8724.

Attachment

cc: Assistant Administrators
Regional Administrators
Regional Waste Management Division Directors

Office of Solid Waste and Emergency Response

